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# Powys Joint ICT Strategy

2018 - 2020



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CYMRU  
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WALES

Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board



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Powys County Council and Powys Teaching Health Board, along with other public sector organisations are going through an unprecedented and rapid period of transformation. Our customers expect us to deliver more and more services through digital means and increasingly in collaboration with partner organisations. We are therefore delighted to present this updated strategy between Powys Teaching Health Board and Powys County Council that describes the ever-increasing role that technology will play in supporting and driving change to improve service for our customers.



Our aim is to make it as easy as possible for staff, patients, clients and stakeholders to interact with the Council, Health Board and its partners through innovative service delivery and better use of its technological and information assets. There have been major developments already, just to mention a few:

- Health colleagues have piloted a range of telehealth facilities;
- Powys has led on the launch of the Welsh Community Care Information System (WCCIS); which is an integrated computerised system for Health and Social Care ;
- Learning In Digital Wales has been introduced in almost all schools in Powys which has improved broadband speeds , and;
- A fully integrated administrative and teaching digital platform is available to all schools in Powys.

In the latter part of 2016, the Health and Care Futures event provided a vehicle for stakeholders to share their thoughts on the changes ahead and the priorities for the future. These views have been taken into consideration along with the key findings of the Wellbeing and Future Generations Assessment. New and improved technologies were highlighted as a clear priority area in both pieces of work, both siting improved infrastructure with greater Wi-Fi coverage as a real need. Whilst there is always more that can be done in terms of engagement with stakeholders, this strategy builds on what the people of Powys have said and ensures it uses the sustainable development principles to guide its work (listed in Appendix 4).

In conclusion this major refresh of the existing strategy, takes into consideration new intelligence and the key drivers for change. We have tried to make this accessible in terms of language and format, however we would be keen to hear the views of citizens and partners on how we might improve our future reports and wider communication. Effective partnerships are key to the success of any modern strategy and therefore we would like to express our sincere thanks to our existing partners and staff for their contribution in a number of major IT developments within Powys

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Portfolio Holder for HR and Communications  
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Powys Teaching Health Board

Successful implementation of the Powys ICT strategy would mean:

“ That individuals and staff can access digital services they need in an efficient, effective and agile manner. We will encourage people to think Digital First in any proposed changes and service improvements. This will be achieved through high quality effective and efficient ICT support services, products and infrastructure that is robust safe and fit for purpose ”

This vision has been translated into a number of priority areas which are outlined in more depth in a later chapter. In summary, the priority areas, with the stated ambition are as follows:

## Priority- Information for you

**The ambition for Information for you:** “Powys citizens and businesses will be able to look after their own well-being and business needs through connecting with services more efficiently and effectively, with improved online access to information; to improve business performance; and to support citizens to live an independent healthier life.

## Priority- Supporting Professionals

**The ambition for Supporting Professions is:** “Professionals across Powys will use digital tools and have improved access to information to do their jobs more efficiently and effectively. Improvements in quality, safety and efficiency will support collaborative working and systems for better outcomes to the service users

## Priority- Improvement and innovation

**The ambition for improvement and innovation;** Services will make better use of available data and information to improve decision making; plan service change; improve data safety; and drive improvement in quality and performance. Collaboration with partners in industry and academia, will ensure digital advances and innovation is harnessed

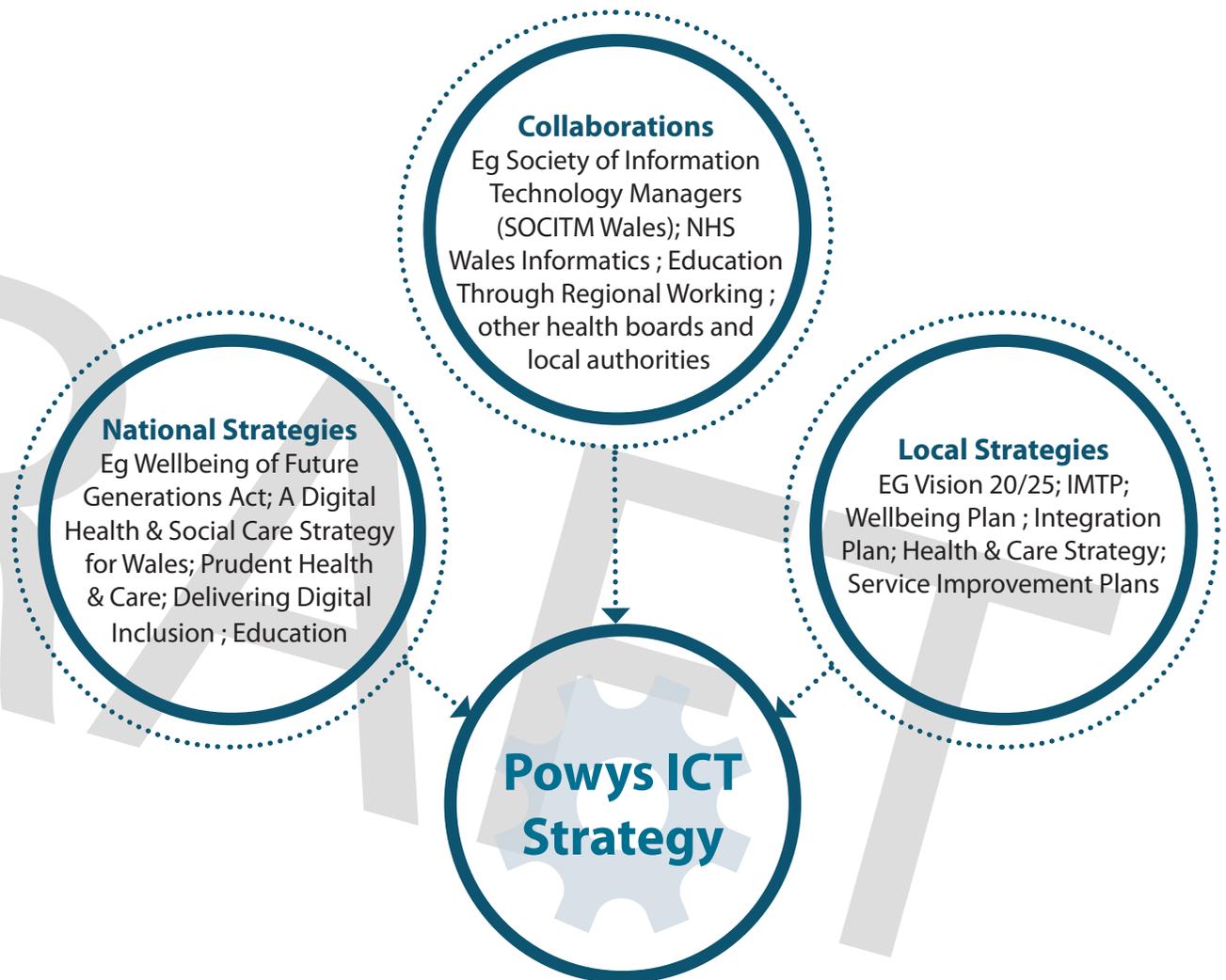
## Priority- A planned Future

**The ambition for a planned future:** Joint planning, partnership working and stakeholder engagement at local, regional and national level will ensure that opportunities and ambitions outlined in key strategies are prioritised, with effective ICT planning”.

This strategy is a major refresh of the 2016-18 joint strategy between Powys County Council (PCC) and Powys Teaching Health Board (PTHB) and details the ICT roadmap for the next 3 years. Powys County Council (PCC) and Powys Teaching Health Board (PTHB) have a joint ICT service that operates under a s.33 agreement of the NHS (Wales) Act 2006. Throughout the period of the Strategy, ICT will underpin, support and enable the strategic priorities of the Council, Health Board and the Public Service Board.

## Strategies & Collaborations

It is well documented that ICT has become a critical service. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation and underpinning the organisational change programme. As such a number of important national strategies and collaborations are helping guide this local strategy and service development. These are detailed in the diagram:



## The Wider Business Environment

A key strategic focus in Powys is improvements in the local economy. Within its 20/25 vision one of its outcomes is to promote a vibrant economy and the ICT services need to adapt to provide far greater support in this area.

Whilst the economic benefits of digital tools are widely known many small and medium sized enterprises (SMEs) and charities still face a number of challenges to adopting digital technologies. The service needs to be continually aware of the impact of any proposed IT developments will have on its local businesses/charities.

The Powys Population Assessment states that there is a growing need to address issues relating to broadband connectivity and mobile phone infrastructure. It was stated that by June 2017, 96% of Powys should have access to superfast broadband due to the Superfast Cymru project. However, in rural areas of the county, there is a growing problem of rural isolation.

## Digital Inclusion in Powys

It is important to ensure new service models are fit for purpose and are inclusive. Outside of urban centres around 63% of rural communities in Powys have a poor mobile phone signal or none at all. The central and northern parts of the County are particularly affected. Through the fixed line network around 40% of rural communities have poor broadband connectivity. The main urban centres across the county are generally well served through the fixed line network and mobile networks. These issues contribute to rural isolation.

Solving access problems is also not simply about infrastructure. In 2014/15 the Wales National Survey reported that 63% of 65-74 year olds and only 29% of people aged 75 and over were using the internet (this compares to 99% of 18-24 year olds and 96% of 25-44 year olds) Overall, digital exclusion, based on regular internet use, has fallen from 34% in 2010 to 19% in the latest National Survey for Wales figures from June 2015. However it should be noted digital exclusion amongst disabled people (38%) is double the figure for all adults (19%)

Whilst providing support is critical, usability and affordability are significant barriers. A survey of non-internet users from the 2013-14 National Survey for Wales, highlights the multiple barriers that prevent people from going online including that 91% identified a lack of interest or need as a factor. Cost was a contributing barrier for one third and upfront costs were seen as more of a constraint than monthly connection fees. These issues will be taken into consideration in this strategy, as Lesley Griffiths, Minister for Communities and Tackling Poverty stated :

“Achieving a more digitally inclusive society will make a significant contribution to meeting our Tackling Poverty commitments and the seven goals of our ground-breaking Well-being for Future Generations (Wales) Act.”

## Drivers for Improved ICT

The ICT service will continue to make progress moving from a service that has been focused on reacting to service request and maintaining business as usual, to transforming business through integration, innovation and strong planning. It is a difficult journey in a complex environment but one that has a strong focus and determined workforce to ensure success. As part of the planning process the strategy will also take into account the drivers for improved ICT, which include:

- **Customer Needs** – Changing customer expectations on the delivery of services and ensuring equality of provision
- **infrastructure** – Improved Broadband and connectivity; interoperability between IT products and services; mobile facilities;
- **Information Management & Security** - effective, efficient, relevant and appropriate use of information in a safe environment
- **Skills** - Meeting service needs, ensuring up to date knowledge of ICT solutions, technical and non-technical staff understanding of wider change management issues when implementing ICT. Improving the skills of users
- **Regulations** - Industry standards; accreditation; and legislation
- **Finance** - Access to funding sources, investment, procurement
- **Research and development** - Innovation, commercialisation, business and academia
- **Rurality** – The need to deliver services over a large geographical area
- **Strategies** – These include specific ICT strategies, Digital Inclusion Strategies, and service strategies

The interconnection between national and local strategies, ICT development groups; and the drivers for change in Powys is complex. This strategy takes into consideration all of these factors and ensures that digital investment is spent wisely in order to achieve the outcomes set.

Technology alone does not change things, but it is widely recognised that public services cannot transform to meet modern citizens' expectations without it. Technical staff will be supported to ensure that ICT programmes are not viewed in isolation from the wider changes that need to happen within a service for any transformation to succeed. Furthermore other services will be encouraged to think "Digital First" when considering changes and include ICT at early stage in discussions. Greater joint planning, focusing clearly on change management principles, for ICT and other relevant service professionals, will be a key theme moving forward.

Powys is in a unique position having one shared IT service across the Council and Health so that resources and intelligence are maximised. Whilst there are numerous benefits to this approach it must also be recognised the challenges this brings in supporting change in different cultures, governance structures and working patterns. The challenges of managing change in complex environments has already been recognised and plans to upskill staff are in progress.

In order for the planned changes to succeed there must also be greater service engagement, direction and ownership. Encouraging multi-disciplinary teams focusing on a common outcome will assist understanding of how the different organisation cultures, governance and processes influence the delivery of a project. Some business processes have already been put in place outlining the requirement for better planning which details business objectives, business change, real savings and tangible efficiencies to justify future investment. A more collaborative and flexible approach to supporting departments will be sought taking into account the importance of managing existing systems whilst at the same time enabling change and understanding service needs. ICT Governance will continue to improve, and will provide critical challenge and support to departments.

A clear aim of this strategy is to ensure that Powys is ready and able to meet the demands arising from organisational change; and to effectively plan the deployment of available resources. PTHB is in a unique position in Wales in managing care across 6 Health Boards in Wales and three Health Trusts in England. This is a complex environment and the potential for unplanned changes is significant. This risk needs careful management.

To ensure this change environment is monitored and managed effectively, the strategy will be considered a live organic document, updated regularly, in partnership with services and adhere to a number of key principles. These principles have been well rehearsed over time but have still been refreshed to ensure they are relevant and appropriate in today's environment.

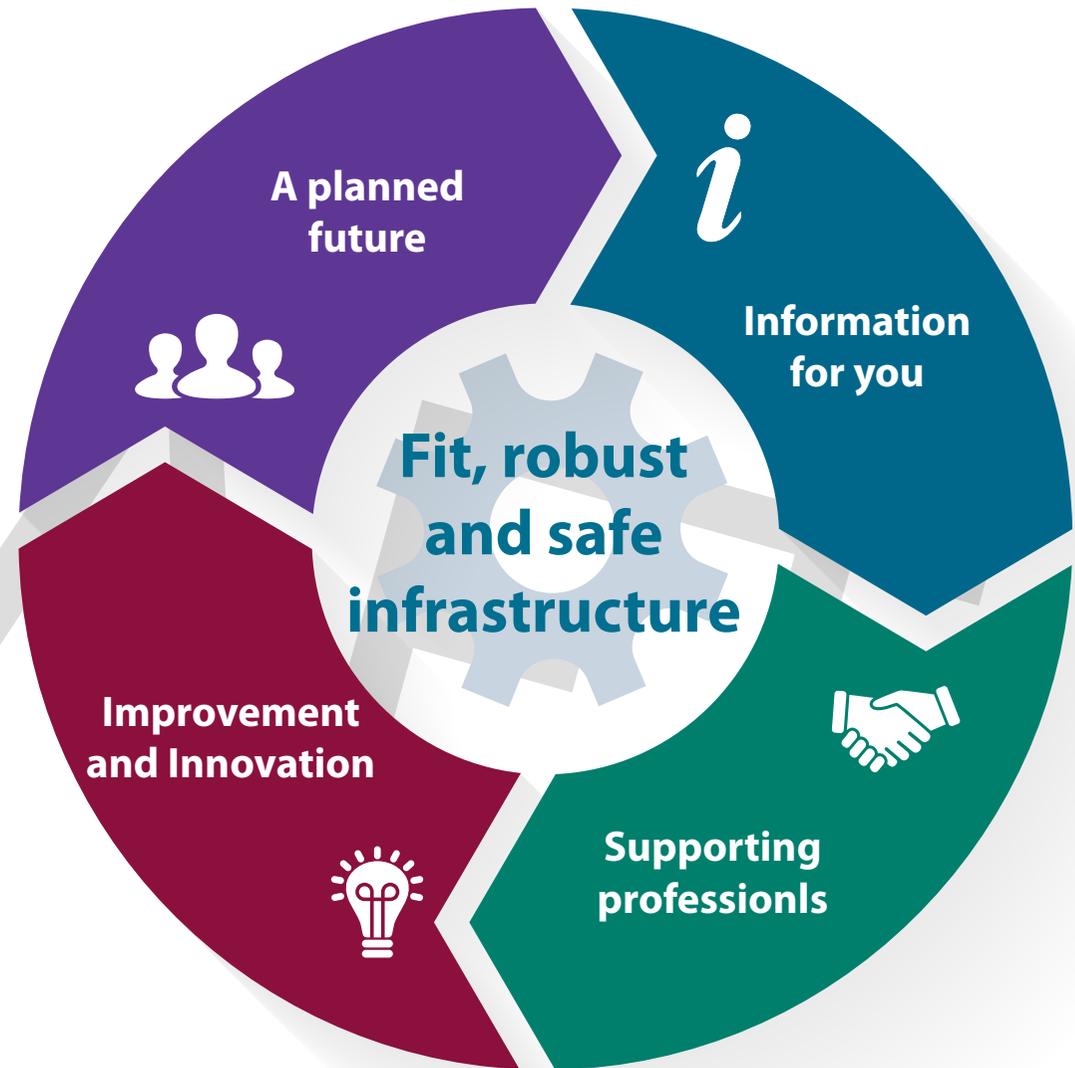
The principles are:

## ICT Principles

- Clearly defining outcomes, business/service needs and processes will drive the shape and form of our ICT systems
- Safe and secure systems including privacy by design
- In supporting business needs we will look nationally and regionally for available solutions,
- Where our population can and want to, we will utilise online channels and transactions utilising e-business as much as possible
- We will support and encourage innovation in self-serve/self-help and self-care technologies as these begin to emerge and make it easy for our customers to access digital services.
- Our technology will help to drive efficiency and effectiveness through integration and agile by design.
- Our technology will be resilient to support business continuity planning.
- Our ICT solutions will be of appropriate scale and where appropriate a shared services.
- Future changes to ICT systems will be bi-lingual by design.
- ICT systems will support our environmental principals, devices will be of low power consumption where possible, we will make use of cloud technology, where possible; and will enable users to communicate effectively avoiding unnecessary travel.
- Make our systems available to our users 24/7 (if appropriate and applicable) in multiple locations.

## Our Priorities

In order to achieve the Powys ICT vision four priority areas have been agreed; Information For You; Supporting Professionals, Improvement and Innovation and A Planned Future. Each of these priority areas will provide the reader with a clear position statement on what we want to achieve; how we are going to achieve it; and what the benefits will be including some examples of impact. A critical and consistent component within each of the priorities is the need to ensure a fit, robust and safe infrastructure.



## A fit, robust and safe infrastructure

On-going investment to retain a fit, robust and safe infrastructure to maintain current business continuity is vital for the strategy to succeed. It is therefore crucial that each of the priorities has a fit and robust infrastructure. Specific consideration has been given to each of the priority areas in terms of what actions ensure there is a fit, robust and safe infrastructure.

So what does a fit, robust and safe infrastructure look like for Powys?

### **Fit- A fit infrastructure is having the right shape and size to meet the current and future business needs.**

As the organisation transforms, a fit infrastructure will need constant appraisal and adjustment to ensure it remains fit for purpose. To achieve this we will work with the services to fully understand the business requirements, identify any changes to processes and opportunities to innovate.

### **Robust- A robust infrastructure is solidly built and strongly maintained and is key to good business continuity and disaster recovery**

Our robust infrastructure is proactively monitored to spot developing problems before they affect the services. It will reduce unplanned system outages and where an unexpected outage occurs our infrastructure will allow for quick assessment and mitigation of the problem.

In order to achieve a robust infrastructure we will procure and maintain industry standard equipment that a skilled workforce can support to ensure the right level of business continuity. We will also take advantage of third party contracts ensuring that they meet the business continuity needs of the organisations.

### **Safe- Safe infrastructure is one that has sufficient controls to prevent loss of information either from hacking, inappropriate use or through mistakes.**

We will ensure appropriate security standards are adhered to and up to date technologies are utilised to minimise the growing cyber threats. We will work with partners e.g. the National Crime Agency, NWIS, other public/private partners to provide a robust cyber incident response capability and train our users in good cyber prevention practices.

## **In Summary**

A fit, robust and safe infrastructure is fundamental for any digital capability. The challenge is to ensure we maintain our infrastructure in a cost effective manner whilst being adaptable to the organisations and industry change that affect us. Continued investment in this area is fundamental.



## The ambition for Information for you:

“ Powys citizens and businesses will be able to look after their own well-being and business needs through connecting with services more efficiently and effectively, with improved online access to information; to improve business performance; and to support citizens to live an independent healthier life. ”

### Outcomes

1) People use technology to support independence and promote wellbeing

2) Digitally enabled buildings that increase, employment/business/social opportunities

3) Citizens have access to digital technology to promote Wellbeing.

### We will do this by....

- 1a Provide more online services to promote self-service and assisted service
- 1b Ensure that quality advice and guidance is provided for users to encourage use and digital inclusion.
- 1c Improved connectivity including mobile coverage broadband and Wi-Fi to enable connection to the internet.
- 1d Improve marketing and promotion of new technologies

- 2a Contribute to the creation of digitally enabled buildings
- 2b Improved connectivity including mobile coverage Broadband and Wi-Fi to enable connection to the internet.

- 3a Continue to develop digital apps, wearable devices and online resources
- 3b Improved connectivity including mobile coverage Broadband and Wi-Fi to enable connection to the internet.
- 3c Improved digital access for public self-service and telehealth technology.
- 3d Improve transparency and assist people to view the personal information held about them (where appropriate) in support of GDPR

### Benefit

- Accessible technology will allow for improved management of conditions.
- Professional Health expertise is concentrated on higher level of need in a more efficient way.
- Improved access/shorter waiting times
- Maximising staff time for direct care and removing duplication and travel reduces costs and increases capacity
- Reduction in cancelled patient appts/ increased utilisation of clinic slots
- Parents, pupils, teachers governors have access to appropriate information anywhere
- Teachers and pupils can learn and share safely across wales

- Greater attraction for business investment.
- Reduce outward migration of skilled workforce.
- A greater supply and mix of suitable work space to support employment and service use.
- Supports social regeneration
- Increased access to information at the point of care/real time

- Higher levels of engagement and self
- Management of health.
- Self service functions will support early diagnosis
- Citizens have a greater assurance of how their personal data is used.
- Information becomes more accessible through self- service processes, resulting in greater transparency.



### What difference this will make?

- Citizens will be able to receive text reminders of appointments, and where appropriate may receive health information by text such as reminders to take their medication or a request to call their surgery to discuss blood test results etc.

By having services available on an online portal it allows customers to view their information and access services. For example:

**Using “My Health on Line” an online service, patients will be able to access their GP record, to view details of current medication and read letters related to their care. Patients will be able to carry out self-assessments, complete satisfaction surveys and report experiences and outcomes of the care they have received.**

- Powys citizens will be able to access these digital services at home, in public buildings such as hospitals, schools and libraries via a free Wi-Fi service and whilst on the move via their smartphone.
- The expectation is that health and other personal Information will become as accessible as other online services such as banking or shopping. This will help people make informed decisions and take control of their care.
- The suite of digital services available through portals, video conferencing, and Skype for business will significantly reduce the travel needed to access services.

**Note: An operational overview can be viewed in Appendix 1 providing greater detail**



The ambition for Supporting Professionals is:

“Professionals across Powys will use digital tools and have improved access to information to do their jobs more efficiently and effectively. Improvements in quality, safety and efficiency will support collaborative working and systems for better outcomes to the service users.”

## Outcomes

1) Improved access, remote access and support to information, communications and collaborative tools.

2) Reduced incident resolution times and improved support

3) New technology supports the delivery of high quality teaching and learning environments

4) Improved engagement with our customers/users on their needs

## We will do this by....

- 1a Increase flexibility for accessing information/ systems (anytime/anywhere/any device (agile)
- 1b Support services in using modern, agile ready systems with integration by design e.g. Microsoft SharePoint
- 1c Provide high quality management information to aid business analysis of decisions.
- 1d Work with services to include an IT continuity feature within their own business continuity plans
- 1e Use information and electronic records to collaborate fully with citizens.
- 1f Create a corporate hub of joined up systems to enable consistent processes, removing any duplication by sharing information with other services/organisations

- 2a Continue to review and develop appropriate plans for upskilling support staff.
- 2b Continually analyse reasons for incident reporting and identify service improvement needs.
- 2c Develop automated services to support staff to help themselves resolve problems.

- 3a Continue to advise and implement appropriate technologies for the school Transformation Programme.
- 3b Ensure schools maximise capabilities available through the national digital learning systems (HWB, HWB+)

- 4a Update Service Level agreements with our customers.
- 4b Develop customer feedback tools to improve services.
- 4c Encourage a 'digital first' philosophy when designing and delivering new services

## Benefit

- Improved decision making in a timely manor
- Improved collaboration between organisations.
- Maximising staff time for direct contact thus removing duplication and travel and costs.
- Allows piloting of new ways of working
- Single view of clients/patient records across the organisations.
- Streamlining & automation of business processes
- Improved planning and use of data
- Greater staff awareness of support available for IT systems.

- IT downtime/incidents are minimised
- Increased IT skills of workforce
- Improved IT response
- Reduced IT professional input into resolving incidents.

- Improved Learning experience for pupils
- Improved flexibility of lesson planning for teachers.
- Increased training uptake/compliance resulting in a more skilled workforce

- Increased understanding of clients' needs
- Greater intelligence of operational activity to improve service delivery
- Enables new technology to support different ways of working.



### What difference this will make?

- Health and Social Care staff that utilise WCCIS will have all the necessary information to hand, therefore improving their decision making and client experience.
- Utilising real time electronic record keeping, as opposed to typing up notes after a meeting, means that staff are able to be more productive and spend greater amount of time with clients.
- Through "SharePoint" staff can find information across a range of services quicker and easier, therefore reducing duplication and time spent waiting for information.
- GPs surgeries can reduce their administrative costs and time by sending e referrals and receiving edischarges from other Health professionals.
- Staff will have greater confidence in knowing how to resolve IT related issues through improved business continuity planning.
- Business Metrics is a method of analysing how well an ICT system or process is working, using this approach it will help the service focus on making the right decisions for improvements.

**Note: An operational overview can be viewed in Appendix 1 providing greater detail**



# Improvement and innovation

The Powys ambition for improvement and innovation:

“ Services will make better use of available data and information to improve decision making; plan service change; improve data safety; and drive improvement in quality and performance. Collaboration with partners in industry and academia, will ensure digital advances and innovation is harnessed ”

## Outcomes

1) Improved infrastructure that's robust, resilient and secure and meet the needs of customers.

2) Powys is established as an innovation base for learning, skills and research

3) Integrated services, have ICT support to assist business improvement

## We will do this by....

- 1a Improved connectivity including mobile coverage Broadband and Wi-Fi to enable connection to the internet.
- 1b Improving information storage, and server hosting, security and disaster recovery capability.
- 1c Support services to utilise Microsoft SharePoint and roll out Skype for business across PTHB to transform services
- 1d Improving Back-up and archiving capabilities
- 1e Replace core switch
- 1f Promote cloud system and remove the legacy data centre to a 3rd party Data Centre.
- 1g Improving data lifecycle management by utilising effective ICT solutions
- 1h Support services to utilise the Powys enterprise resource planning (ERP)

- 2a Improved connectivity including mobile coverage Broadband and Wi-Fi to enable connection to the internet.
- 2b Strengthen links with economic development services, internally and externally.
- 2c Explore the potential for establishing an apprenticeship programme for ICT

- 3a Establish a mechanism for effective engagement with our customers to identify support needs.
- 3b Improve mechanisms for regular updating ICT resource plans
- 3c Service plans/Project Plans identify where and when IT professional input is required.

## Benefit

- Increase automation of processes and streamline workflow.
- Improved access to digital information and acceptable system response times.
- Improved flexibility of accessing information.
- Increases the security of information.
- Improved communication technology will allow services greater flexibility.
- Minimising risk of loss of information.
- Improved access to information.
- Compliance with legal requirements on data management.
- Improve organisation business continuity and ability to recover from a disaster.

- Attract a high quality workforce.
- Joint working with key services will support inward investment and business growth.
- Assess to content rich information to support improved learning.
- Improved succession planning ensuring skills are available locally.

- A fit for purpose ICT service that meets the needs of our customers
- Ensuring services regular consider ICT solutions
- Integration success is enhanced through ICT involvement.
- Availability of ICT skills and capacity can be planned more effectively.



### What difference this will make?

- Through “SharePoint” staff can find the relevant information, far quicker and easier, therefore reducing downtime in locating information.
- Improvements in the speed and connectivity of Broadband, coupled with improved management systems will significantly reduce the travel needed to access services and information and improve decision making in a timely manner.
- Managing changes within organisations will be improved by IT services becoming involved far earlier in the project planning phase, so that advice and guidance can be given at the appropriate time.
- By Powys “growing its own” ICT professionals through an effective apprenticeship programme it will ensure there is appropriate skills available to take forward initiatives.
- By ensuring there is a modern ICT infrastructure it will improve Powys’ ability to retain business, attract further business and skilled staff.
- If there is a Cyber-attack on the systems in Powys, we will be more resilient to counter any attack, resume service quickly and recover any data that may have been affected.

**Note: An operational overview can be viewed in Appendix 1 providing greater detail**



## The Powys ambition for a planned future:

“ Joint planning, partnership working and stakeholder engagement at local, regional and national level will ensure that opportunities and ambitions outlined in key strategies are prioritised, with effective ICT planning. ”

### Outcomes

1) IT information systems across organisations/services become joined up

2) Reduced digital exclusion

3) Secure appropriate levels of investment to -maintain effective ICT systems and infrastructure -support new developments

4) There is a culture of ensuring ICT programmes are not viewed in isolation from wider service changes

### We will do this by....

- 1a Implement the Powys Enterprise Resource Planning and rationalise legacy systems.
- 1b Have integrated systems by design
- 1c Explore ways of sharing systems and processes across organisations.
- 1d Continue to improve the ICT governance framework and service management framework across the Health Board and Council.

- 2a Ensure that service plans cater for customers who are currently digitally excluded.
- 2b Strengthen links with business, education and community providers to improve digital inclusion

- 3a Strengthening project management proposals across the organisations to clearly identify ICT requirements.
- 3b Strengthening the process for developing business cases for ICT solutions.
- 3c Develop and monitor an ICT financial investment plan that reports holistically on business as usual finance and new developments
- 3d Improve links with Welsh Government on the financial implications of National ICT projects.
- 3e Have a sustainable ICT infrastructure and support.
- 3f Control spend of ICT within Council and Health Board.

- 4a Training programmes for ICT staff include a wider understanding of cultural impacts on service developments and joint working and commissioning.
- 4b Revise the current ICT business case template to include better understanding of change processes
- 4c Project governance arrangements are strengthened with greater service ownership

### Benefit

- Improved governance will aid a better understanding, decision making and engagement across the organisations.
- Sharing information in a streamlined manner will be quicker and more effective
- Reduction in technical refresh costs
- Reduction in the reliance of standalone departmental systems
- Common standards across both organisations can be adopted.

- Greater numbers can access digital services.
- External bodies have a better understanding of planned ICT intent to support customers.

- Improve planning by identifying needs in a holistic way.
- A better understanding of needs and potential costs will improve decision making.
- An ICT Investment plan will ensure organisations and politicians can balance finance against priorities.
- Improve relationships at a National level will ensure finance is appropriately targeted.

- Greater numbers can access digital services.
- External bodies have a better understanding of planned ICT intent to support customers.



### What difference this will make?

- Last year over 3 dozen IT systems were decommissioned and users were encouraged to review their business processes. This will continue as it has highlighted that it will lead to reduced costs, more effective business processes, and release ICT staff to work on other systems. .
- Effective governance arrangements will lead to greater sharing of information and understanding of service pressures and processes that currently exist that need transforming.
- Improving change processes for all staff will allow for improved understanding of needs, pressure points and overall project planning
- Changes to the way in which finance is bid for and monitored will improve key decision makers understanding of the holistic requirements and competing priorities for funding
- WCCIS is an example of a joined up system whereby health and social care staff can access records across both services which will improve decision making and support to customers.

**Note: An operational overview can be viewed in Appendix 1 providing greater detail**

Effective governance is fundamental to the success of any strategy. It is important that the strategy is correctly implemented and monitored so that the governance process enables high quality decisions to be made at the right time. This strategy needs to be viewed as a roadmap for success, and like all roadmaps, sometimes there are unforeseen routes, obstacles, and opportunities (particularly in the technological world) that warrant different routes and different approaches.

Whilst both Health Board and the Council need to be accountable for the success of this strategy, the governance administration clearly lay within the ICT Department. The governance for ICT must improve and act as a gateway for investment decisions, ICT standards; and ensure different information technology systems and software applications communicate, exchange data, and use the information that has been exchanged (interoperability)

New governance arrangements need to be agreed to ensure:

- Efficiency- through applying interoperability, standards and good investment decisions resources can be deployed in the most cost effective manner.
- Security- ensuring products are secure in an environment of increasing Cyber threats.
- Sustainability- ensuring we are procuring systems that are sustainable in terms of support and 3rd party viability

It is our intention that anyone affected by this strategy will be given the opportunity to participate in the governance process. This will happen in a number of ways

- A formal Board will be established to monitor the progress of the strategy in detail
- Bi Annual progress reports will be provided to the Council and PTHB
- Quarterly briefing notes will be provided on the progress of each of the key priority areas.
- The ICT division will introduce regular feedback sessions in each of the projects they are undertaken and the learning fed back into the process.

Whilst there is collective responsibility for the achievement of this strategy, there is also a need to designate specific responsibility for its monitoring. This will be undertaken by the ICT Department and specifically the ICT Strategy and Governance Manager. The post holder will be responsible for continually horizon scanning for intelligence that will help implement, monitor and update the strategy.

## Conclusion

The Strategy sets out the vision to enable Powys to adopt a truly Digital First approach. The needs of the Individual is paramount in all the proposed developments and reflect the analysis we have undertaken of service challenges, and opportunities, as well as national direction in a number of policy areas. Some of the priorities build on work started during the existing plan and will therefore progress throughout this strategy, whilst others are new and reflective of emerging opportunities and improvements needed.

At its core, ICT is a key enabler to strategic change as well as a key component of current operational delivery of services. We need to continually review this strategy and would welcome regular input from staff and citizens on areas for improvement. For any comments please email Ellen Sullivan- ICT Strategy and Governance Manager at [ellen.sullivan@powys.gov.uk](mailto:ellen.sullivan@powys.gov.uk)





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**APPENDICES**



The table below gives key operation detail for the ambition of Information for You:

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1a 3a 3c	<b>Health on Line</b> <ul style="list-style-type: none"> <li>Implemented and rolled out</li> </ul>	<ul style="list-style-type: none"> <li>Nationally funded- no local funding required for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Investigate the roll-out of further Health online functions.</li> </ul>	Potential funding gap in if additional functions/services are required (Cost of this will be part of investigatory work for 18/19)	Future direction of work is to be determined
1a 3a 3c	<b>Choose Pharmacy</b> <ul style="list-style-type: none"> <li>Choose Pharmacy (National solutions)</li> <li>Implemented and rolled out</li> </ul>	<ul style="list-style-type: none"> <li>Nationally funded- no local funding required for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Investigate the potential for Pharmacies to use additional services as part of Choose Pharmacy.</li> </ul>	Potential funding gap in if additional functions/services are required (Cost of this will be part of investigatory work for 18/19)	Future direction of work is to be determined
1c 2b 3b	<b>Wi-Fi Coverage</b> <ul style="list-style-type: none"> <li>Wi-Fi Blanket coverage for all main Council sites</li> </ul>	<ul style="list-style-type: none"> <li>350K secured to complete Blanket Wi-Fi (which includes switch replacement upgrades and other hardware replacements)Funded buy PCC</li> </ul>			Future direction of work is to be determined

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1c 2b 3b	<ul style="list-style-type: none"> <li>Commission and Implement ICT infrastructure for introduction of Wi-Fi in community hospitals/surgery's to support the roll out of WCCIS.</li> </ul>	<ul style="list-style-type: none"> <li>55k funding secured via PTHB Capital WCCIS funding</li> </ul>	<ul style="list-style-type: none"> <li>Continue Roll out of outstanding Wi-Fi areas (linked to WCCIS)</li> <li>Explore coverage for other Health sites</li> </ul>	Residue spend from 55k funding 17/18 secured via PTHB Capital WCCIS funding	Future direction of work is to be determined
1a 1b 1d 3a 3c	<ul style="list-style-type: none"> <li>Telehealth Programme, the below projects need evaluating/progressing and rolling out.</li> <li>Florence</li> <li>Invest in your health</li> <li>Telehealth carts</li> <li>Mental health-CBT online</li> </ul>	<ul style="list-style-type: none"> <li>This needs to be progressed by the service areas, with IT supporting. The amount of funding required is dependent on the progress and development of the project so it is hard to estimate a cost</li> </ul>	<ul style="list-style-type: none"> <li>Telehealth Programme, the below projects need evaluating/progressing and rolling out.</li> <li>Florence</li> <li>Invest in your health</li> <li>Telehealth carts</li> <li>Mental health-CBT online</li> </ul>	This needs to be progressed by the service areas, with IT supporting. The amount of funding required is dependent on the progress and development of the project so it is hard to estimate a cost	Explore requirements to Implement future 'information for you' National products.
3d	<ul style="list-style-type: none"> <li>Develop Powys Council policies and procedures to support the individual's rights under the general data protection regulation. (GDPR)</li> </ul>	<ul style="list-style-type: none"> <li>57k funding secured by PCC to provide direct support</li> </ul>	<ul style="list-style-type: none"> <li>Explore and build a platform to access information efficiently and effectively to support the individual's rights under the general data protection regulation</li> </ul>	PCC Funding to be secured	
3d	<ul style="list-style-type: none"> <li>Undertaking information asset audit in service areas to develop detailed GDPR action plans</li> </ul>	<ul style="list-style-type: none"> <li>PCC Internal resource cost</li> </ul>			

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
3d	<ul style="list-style-type: none"> <li>Develop Powys School policies and procedures to support the individual's rights under the general data</li> </ul>	<ul style="list-style-type: none"> <li>100k funding to be secured from schools to provide direct support</li> </ul>	<ul style="list-style-type: none"> <li>Explore and build a platform to access information efficiently and effectively to support the individual's rights under the</li> </ul>	PCC Funding to be secured	
2a			<ul style="list-style-type: none"> <li>Establish a plan with Regeneration for priority roll out of digital enabled buildings.</li> </ul>	PCC Internal resource cost- work will be completed in partnership with Regeneration.	Future direction of work is to be determined
3d			<ul style="list-style-type: none"> <li>Review current usage, undertake gap analysis of ICT support to schools</li> </ul>	PCC Internal resource cost- Following gap analysis funding may be required.	Future direction of work is to be determined
1a 1d 3c	<b>Web Project</b> <ul style="list-style-type: none"> <li>Support for customer-service transformation</li> </ul>	<ul style="list-style-type: none"> <li>2 x developers internal resource</li> </ul>	<ul style="list-style-type: none"> <li>Continue roll out</li> </ul>	PCC 2 x developers-41k x2= 82k	Future direction of work is to be determined
1a 3c	<b>HTR Digital Transformation</b> <ul style="list-style-type: none"> <li>Development of HTR Digital transformation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>PCC- internal resource</li> </ul>	<ul style="list-style-type: none"> <li>Support HTR Digital Transformation</li> </ul>	PCC- Cost unknown and not secured- TBC	



## Supporting Professionals

The table below gives key operation detail for the ambition of supporting the professional:

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1a 1b 1c 1f	<b>SharePoint Project</b> <ul style="list-style-type: none"> <li>Team sites created and rolled out across PCC</li> </ul>	<ul style="list-style-type: none"> <li>£165k funded from PCC Capital funding</li> </ul>	<ul style="list-style-type: none"> <li>SharePoint Project</li> <li>Review success of roll out and define new functionality.</li> </ul>	100k funded from PCC Capital funding	SharePoint Project Review success and explore further development.
1a 1c 1e 4c	<b>WCCIS</b> <ul style="list-style-type: none"> <li>Continue rollout to PTHB and improved functionality for Social Care</li> </ul>	<ul style="list-style-type: none"> <li>PCC/PTHB-£1,200.00</li> </ul>	<ul style="list-style-type: none"> <li>WCCIS</li> <li>Continue rollout to PTHB and improved functionality.</li> <li>Evaluate success and benefits of WCCIS.</li> </ul>	PCC/PTHB -£1,100.00	WCCIS Continue to evaluate and improve.
1a 4c	<ul style="list-style-type: none"> <li>PTHB Mobile replacement</li> <li>Replace all Blackberry phones with Smartphones</li> </ul>	<ul style="list-style-type: none"> <li>PTHB 30K funding secured</li> </ul>	Combined Mobile phone project Explore option of moving MDM to EMS as part of 0365 migration.	PTHB funding to be secured	Future direction of work is to be determined
1d	<ul style="list-style-type: none"> <li>IT Disaster/Business continuity</li> <li>Review and update PCC ICT Disaster/Business Continuity plan</li> </ul>	<ul style="list-style-type: none"> <li>PCC Internal resource cost</li> </ul>	IT Business continuity Review and update PTHB ICT business Continuity plan	PCC Internal resource cost	Future direction of work is to be determined

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1a 4c	<b>Voip</b> <ul style="list-style-type: none"> <li>Voip Project- PCC- Implementation and roll out.</li> <li>Develop business case and secure funding for roll out of VOIP- Telephony system across PTHB, including the replacement of the Avaya system</li> </ul>	<ul style="list-style-type: none"> <li>Voip PCC implementation fully funded by PCC -£150k</li> </ul>	<ul style="list-style-type: none"> <li>Implement and roll-out Voip - Telephony system across PTHB</li> </ul>	Approx. £500K required- Funding to be secured from PTHB	Future direction of work is to be determined
2a	<b>ICT Staff Training</b> <ul style="list-style-type: none"> <li>Update Training needs analysis and develop ICT staff training plan</li> </ul>	<ul style="list-style-type: none"> <li>PCC/PTHB funding secured 20k</li> </ul>	<b>ICT Staff Training</b> <ul style="list-style-type: none"> <li>Review and continue to implement ICT staff training plan</li> </ul>	PCC/PTHB funding secured 20k	Future direction of work is to be determined
1c 2b 2c 4a 4b	<b>Metrics</b> <ul style="list-style-type: none"> <li>Introduce a metrics system for analysing incident reporting</li> </ul>	<ul style="list-style-type: none"> <li>PCC Internal resource cost</li> </ul>	<b>Metrics</b> Embed performance management across IT Teams	PCC Internal resource cost	Future direction of work is to be determined
1a 3a 3b	<b>Schools Transformation Project</b> <ul style="list-style-type: none"> <li>LIDW</li> <li>Migration of Schools email to O365</li> </ul>	<ul style="list-style-type: none"> <li>Cost of HWB unknown until gap analysis completed</li> </ul>	<ul style="list-style-type: none"> <li>Review current usage, undertake gap analysis, of School support</li> </ul>	Cost of HWB unknown until gap analysis completed	Future direction of work is to be determined

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1c 4c	<b>Develop Service Management Board</b>	<ul style="list-style-type: none"> <li>PCC/PTHB Internal resource cost</li> </ul>	<ul style="list-style-type: none"> <li>Develop a customer engagement plan.</li> <li>Develop a digital first promotional plan</li> <li>Promote customer engagement through ICT governance</li> </ul>	PCC/PTHB Internal resource cost	Future direction of work is to be determined
1a	<ul style="list-style-type: none"> <li>Welsh Language</li> <li>Pilot Welsh translation of Trent &amp; implement</li> </ul>	<ul style="list-style-type: none"> <li>PCC £4,500k fully funded</li> </ul>			
1b 1f 4c	<ul style="list-style-type: none"> <li>Finance System</li> <li>Re-procurement of Finance system</li> </ul>	<ul style="list-style-type: none"> <li>PCC £300K secured</li> </ul>	Implementation of new Finance system	Future funding/costs to be secured.	
1b 4c	<b>Re-procurement of housing system</b> <ul style="list-style-type: none"> <li>Development of Housing specification</li> </ul>	<ul style="list-style-type: none"> <li>PCC Internal resource cost</li> </ul>	<b>Re-procurement of housing system</b> <ul style="list-style-type: none"> <li>Implementation of new system</li> </ul>	PCC Costs tbc, funding not secured.	
1b 1f 4c	<b>Planning and Building Control</b> <ul style="list-style-type: none"> <li>IDOX- Re-procurement of system</li> </ul>	<ul style="list-style-type: none"> <li>PCC internal resource cost</li> </ul>	<b>Planning and Building Control</b> <ul style="list-style-type: none"> <li>Implementation of new system.</li> </ul>	PCC Costs/funding tbc	

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1b 4c	<b>HTR Digital Transformation</b> Development of HTR Digital transformation Plan.	<ul style="list-style-type: none"> <li>PCC- internal resource</li> </ul>	<ul style="list-style-type: none"> <li>Support HTR Digital Transformation</li> </ul>	PCC- Cost unknown and not secured- TBC	Future direction of work is to be determined
1b 4c	<b>HTR Digital Transformation</b> <ul style="list-style-type: none"> <li>Development of HTR Digital transformation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>PCC- internal resource</li> </ul>	<ul style="list-style-type: none"> <li>Support HTR Digital Transformation</li> </ul>	PCC- Cost unknown and not secured- TBC	Future direction of work is to be determined
1e			<b>Welsh Image Archive System</b> Implement if Nationally available	£28k PTHH funding to be secured	Future direction of work is to be determined
1b 1c 1e	<b>Welsh Clinical Communication Gateway</b> <ul style="list-style-type: none"> <li>Further engagement/ support with the remaining Practices to encourage take-up</li> </ul>	<ul style="list-style-type: none"> <li>PCC/PTHB Internal resource cost</li> </ul>	<b>Welsh Clinical Communication Gateway</b> <ul style="list-style-type: none"> <li>Continue with engagement/ support, aim to achieve 100% take-up in General Practices across Powys</li> </ul>	PCC/PTHB Internal resource cost	
1b 4c			<b>WCP Test Requesting</b> <ul style="list-style-type: none"> <li>Implement if available in Powys</li> </ul>	£18K PTHB Funding to be secured.	Future direction of work is to be determined

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1a 1b 4c					<b>Welsh Patient Referral Service</b> Implement if available in Powys. 19/12- £18k PTHB- Funding to be secured
1b 1e 4c					<b>Welsh Care Records Service</b> Complete rollout 19/20- £18K PTHB- Funding to be secured.
1b 4c	<b>Children and Young Persons Integrated System (CYPrIS)</b> Implementation of CYPrIS.	<ul style="list-style-type: none"> <li>£10K PTHB funding to be secured.</li> </ul>			
1e	<b>GP "Next Generation" Systems</b> <ul style="list-style-type: none"> <li>Re-procurement of system.</li> </ul>	<ul style="list-style-type: none"> <li>NWIS to project manage. No local resource required.</li> </ul>	<b>GP "Next Generation" Systems</b> <ul style="list-style-type: none"> <li>Complete rollout to Practices who opt to change their clinical system.</li> </ul>	NWIS to project manage the installations. No local resource required.	
1a 1b 1c	<b>Welsh Clinical Portal (WCP)</b> <ul style="list-style-type: none"> <li>MTeD – rollout</li> <li>WGPR – rollout</li> </ul>	<ul style="list-style-type: none"> <li>17/18/19- £83K PTHB, funding secured.</li> </ul>	<b>Welsh Clinical Portal (WCP)</b> <ul style="list-style-type: none"> <li>MTeD – Complete rollout</li> <li>WGPR – Complete rollout</li> </ul>	17/18/19- £83K PTHB, funding secured.	Future direction of work is to be determined

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1e 4c	<ul style="list-style-type: none"> <li>WRRS – rollout</li> </ul>		<ul style="list-style-type: none"> <li>WRRS – Complete rollout</li> </ul>		
1b 1c 1e 4c	<p><b>Cross Border</b></p> <ul style="list-style-type: none"> <li>eReferrals – complete implementation</li> <li>eDischarges – initiated</li> </ul>	<ul style="list-style-type: none"> <li>See total costs in 18/19</li> </ul>	<p><b>Cross Border</b></p> <ul style="list-style-type: none"> <li>eDischarges – Complete implementation</li> </ul>	<p>17/18/19 Pooled fund-SaTH- No additional costs. £41k carried forward (unless work is completed in 17/18) secured</p> <p>WVT- No funding required</p> <p>RJAH- No additional costs. £41k carried forward (unless work is completed in 17/18)</p> <p>Project Manager support- 0.5 WTE (£24k) secured</p>	<p>Future direction of work is to be determined</p>
TBC	<p><b>NIIAS</b></p> <p>Complete implementation</p>	<ul style="list-style-type: none"> <li>PCC Internal resource cost</li> </ul>			
TBC	<p><b>ICNet</b></p> <ul style="list-style-type: none"> <li>Complete implementation</li> </ul>	<ul style="list-style-type: none"> <li>PTHB- 30K-funding secured</li> <li>Hardware £25k (Quality &amp; Safety team funded through)</li> </ul>			

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1a 1b 4c	<b>GP2GP</b> Complete Implementation	<ul style="list-style-type: none"> <li>Managed by NWIS No local costs.</li> </ul>			
1b 4c	<b>GP Test Requesting</b> <ul style="list-style-type: none"> <li>Results reporting – Aim to complete implementation</li> </ul>	<ul style="list-style-type: none"> <li>Results Reporting is funded already, included in WCP costs above</li> </ul>	<b>GP Test Requesting</b> <ul style="list-style-type: none"> <li>Test requesting – Aim to complete implementation</li> </ul>	20k PTHB-Funding to be secured.	

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## Improvement and innovation

The table below gives key operation detail for the ambition of Improvement and Innovation:

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1a 2a	<b>Wi-Fi</b> <ul style="list-style-type: none"> <li>Wi-Fi Blanket coverage for all main Council sites</li> </ul>	<ul style="list-style-type: none"> <li>17/18, 18/19 350K secured to complete Blanket Wi-Fi (which includes switch replacement upgrades and other hardware replacements)</li> </ul>			Future direction of work is to be determined
1a 2a	<ul style="list-style-type: none"> <li>Commission and Implement ICT infrastructure for introduction of Wi-Fi in community hospitals/ surgery's to support the roll out of WCCIS.</li> </ul>	<ul style="list-style-type: none"> <li>55k funding secured via PTHB Capital WCCIS funding</li> </ul>	<ul style="list-style-type: none"> <li>Continue Roll out of outstanding Wi-Fi areas (linked to WCCIS)</li> <li>Explore coverage for other Health sites</li> </ul>	Residue spend from 55k funding 17/18 secured via PTHB Capital WCCIS funding	Future direction of work is to be determined
1b 1d 1f			<ul style="list-style-type: none"> <li>PTHB Data Centre Migration to the cloud</li> </ul>	PTHB £60k (one off cost) £40k (annual costs for hosting and PSBA)- No funding secured	PCC Data Centre Migration to the cloud 19/20- PCC £60k (one off cost) £40k (annual costs for hosting and PSBA) No funding secured
1b 1d	<b>IT Disaster/Business continuity</b> <ul style="list-style-type: none"> <li>Review and update PCC ICT Disaster/Business Continuity plan</li> </ul>	<ul style="list-style-type: none"> <li>PCC Internal resource cost</li> </ul>	<b>IT Business continuity Review and update</b> PTHB ICT business Continuity plan	PCC Internal resource cost	Future direction of work is to be determined

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1e	<b>Replacement of Core Switch</b>	<ul style="list-style-type: none"> <li>PCC Capital- £150k funding secured.</li> </ul>			
1b 1d	<b>Cyber security</b> <ul style="list-style-type: none"> <li>PCC/PTHB Cyber security strategy and Action plan developed</li> </ul>	<ul style="list-style-type: none"> <li>PCC Internal resource cost</li> </ul>	<ul style="list-style-type: none"> <li>Implement Cyber security action plan</li> </ul>	PCC-100k- funding secured PTHB-100k- funding to be secured.	Future direction of work is to be determined
1c	<b>Voip roll-out</b> <ul style="list-style-type: none"> <li>Voip Project- PCC- Implementation and roll out.</li> <li>Develop business case and secure funding for roll out of VOIP- Telephony system across PTHB, including the replacement of the Avaya system</li> </ul>	<ul style="list-style-type: none"> <li>Voip PCC implementation fully funded by PCC -£150k</li> </ul>	<ul style="list-style-type: none"> <li>Implement and roll-out Voip - Telephony system across PTHB</li> </ul>	Approx. £500K required- Funding to be secured from PTHB	Future direction of work is to be determined
1a	<b>Email project-</b> PCC Office 365	<ul style="list-style-type: none"> <li>PCC- £120K funding secured.</li> </ul>	Email project- PTHB Office 365	PTHB- no funding secured.	
1c 1g	SharePoint Project Team sites created and rolled out across PCC	<ul style="list-style-type: none"> <li>£165k funded from PCC Capital funding</li> </ul>	SharePoint Project Review success of roll out and define new functionality.	100k funding secured from PCC Capital	<b>SharePoint Project</b> Review success and explore further development.

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1g			<ul style="list-style-type: none"> <li>Review/update Active Directory and group policy PCC/ PTHB</li> </ul>	PCC/PTHB- Cost to be confirmed/ funding to be secured.	
1a 1b 1d 1e 1f 2a	<b>Modernisation of Infrastructure</b> <ul style="list-style-type: none"> <li>Rolling 5 year programme Server replacements, switch replacement etc</li> </ul>	<ul style="list-style-type: none"> <li>PCC-£474k- funding secured.</li> <li>PTHB- £117k- funding to be secured.</li> </ul>	Modernisation of Infrastructure Rolling 5 year programme Server replacements, switch replacement etc	PCC- £362K-bid submitted.  PTHB- £134- bid submitted  PCC £75K required for implementation of the above-funding to be secured.	Modernisation of Infrastructure Rolling 5 year programme Server replacements, switch replacement etc PCC- £12k- bid submitted. PTHB-£112K- bid submitted
3a 3c 3b	<b>Develop Service Management Board</b>	<ul style="list-style-type: none"> <li>PCC/PTHB Internal resource cost</li> </ul>	<ul style="list-style-type: none"> <li>Develop a customer engagement plan.</li> <li>Develop a digital first promotional plan</li> <li>Promote customer engagement through ICT governance</li> </ul>	PCC/PTHB Internal resource cost	Future direction of work is to be determined
2c			ICT Apprenticeship Programme fully scoped and implemented	PCC Internal resource cost to scope.PCC cost to implement tbc	Future direction of work is to be determined
2b			<ul style="list-style-type: none"> <li>establish a plan with Regeneration for priority roll out of digital enabled buildings.</li> </ul>	PCC Internal resource cost- work will be completed in partnership with Regeneration.	Future direction of work is to be determined



## A planned future

The table below gives key operation detail for the ambition of A Planned Future:

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
1a 1b 1c 3e	<b>System rationalisation</b> Continue to rationalise IT systems	<ul style="list-style-type: none"> <li>PCC-Internal resource cost</li> </ul>	<b>System rationalisation</b> Continue to rationalise IT systems	PCC-Capital resource cost	<b>System rationalisation</b> Continue to rationalise IT systems PCC-resource cost
1d 3a 3b 3f 4b 4c			<b>Governance</b> Complete a review of the ICT Governance arrangements	PCC/PTHB-Internal resource cost	Future direction of work is to be determined
1d 3a 3c 3d 3f	<b>Planning processes/ engagement</b> Develop Service Management Board	<ul style="list-style-type: none"> <li>PCC/PTHB Internal resource cost</li> </ul>	<b>Planning processes/ engagement</b> Complete a review of business and planning process for ICT and implement recommendations	PCC/PTHB-Internal resource cost	Future direction of work is to be determined
4a	<b>ICT Staff Training</b> Update Training needs analysis and develop ICT staff training plan	<ul style="list-style-type: none"> <li>PCC/PTHB funding secured 20k</li> </ul>	<b>ICT Staff Training</b> Review and continue to implement ICT staff training plan	PCC/PTHB funding secured 20k	Future direction of work is to be determined

Links to Outcome & Objectives	2017/2018 Activity	17/18 Investment (funding stream)	2018/2019 Activity	18/19 Investment (funding stream)	2019/20/21 Activity/funding
2a 2b			<b>Digital inclusion</b> Commission work to develop a greater understand of the community support network to aid digital inclusion and develop plan to meet needs	18/19- PCC/PTHB 50k- Funding to be secured.	
1c			Direct Access	18/19- PCC-Internal resource cost	

Please see below a list of outcomes from a range of local strategies that we will aim to contribute to through our work detailed within this Joint ICT strategy.

## PSB wellbeing plan

### Objective 1

- People have a great work/life balance using the digital technologies on offer in Powys to work more flexibly and be connected worldwide.

### Objective 2

- Residents adopt healthy living habits and take responsibility for their own health and well-being
- Digital technologies help people to connect with friends and loved ones, access information and advice, stay healthy and feel safe in their own homes and communities
- Advances in digital technologies enables healthy living, making Powys a great place to live
- Health and care initiatives have reduced ill health and allow people to re-connect and contribute in their communities

### Objective 4

- Community hubs exist across the county offering residents a mix of services all under one roof reducing the need for people to travel to several places.

## IMTP- Summary Digital Health care Plan

- Services and staff are supported with a modern and efficient infrastructure
- Improved coordination of information, referrals and patient records
- Care closer to home supported by effective and innovative technology

## Vison 2025

- A greater supply and mix of suitable work space to support employment
- Powys is established as an innovation base for learning, skills and research
- Technology enables people to self-care and remain independent
- More job opportunities and apprenticeships for young people
- Young people, adults and families are able to create the foundations of good health throughout their life
- Significant investment in integrated health and care facilities and infrastructures

- Health and Care teams work seamlessly with people, getting things right first time
- Young people, adults and families have a fully integrated experience of health and care
- Accessible and equitable services fit around people's busy lives
- High quality teaching and learning environments embrace new technology for the population
- Pupils have access to remote/alternative learning opportunities
- Communities have an active role in the design and delivery of the services they need

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## Cyngor Sir Powys County Council Impact Assessment (IA)

*The integrated approach to support effective decision making*



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

**Please read the accompanying guidance before completing the form.**

**Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions**

<b>Service Area</b>	ICT	<b>Head of Service</b>	Andrew Durant	<b>Strategic Director</b>	Mark Evans	<b>Portfolio Holder</b>	Cllr James Evans
<b>Proposal</b>	Joint ICT Strategy						
<b>Outline Summary / Description of Proposal</b>							
This is the impact assessment of the Joint ICT Strategy. The ICT Joint Strategy is a refresh of the 2016-18 joint strategy between Powys County Council (PCC) and Powys Teaching Health Board (PTHB) and details the ICT roadmap for the next three years.							

### 1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£n/a	£n/a	£n/a	£n/a	£n/a	£n/a

### 2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	13/12/17	Yes

### 3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Ellen Sullivan	ICT Strategy and Governance Manager	11/01/18
2	Ellen Sullivan	ICT Strategy and Governance Manager	29/01/18

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The strategy will not impact negatively on services areas. Through the work detailed within the strategy services will be impacted positively through improved infrastructure, customer satisfaction and improved ICT support.

<b>Service Area informed:</b>		<b>Contact Officer liaised with:</b>	
<b>Mitigation</b>			

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<p><b>The Economy</b>  <b>We will develop a vibrant economy</b></p>	<ul style="list-style-type: none"> <li>• A greater supply and mix of suitable work space to support employment</li> <li>• Powys is established as an innovation base for learning, skills and research</li> <li>• More job opportunities and apprenticeships for young people</li> </ul>	<p>Good</p>		<p>Choose an item.</p>

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Council Priority	How does the proposal impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	<ul style="list-style-type: none"> <li>• Technology enables people to self-care and remain independent</li> <li>• Young people, adults and families are able to create the foundations of good health throughout their life</li> <li>• Significant investment in integrated health and care facilities and infrastructures</li> <li>• Health and Care teams work seamlessly with people, getting things right first time</li> <li>• Young people, adults and families have a fully integrated experience of health and care</li> <li>• Accessible and equitable services fit around people’s busy lives</li> </ul>	Very Good		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills	<ul style="list-style-type: none"> <li>• High quality teaching and learning environments embrace new Learning technology for the population</li> <li>• Pupils have access to remote/alternative learning opportunities</li> </ul>	Good		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	<ul style="list-style-type: none"> <li>• Communities have an active role in the design and delivery of the services they need</li> </ul>	Good		Choose an item.

**Source of Outline Evidence to support judgements**

The Joint ICT Strategy has Four key Priority areas. These areas have a total of 13 outcomes which intern has a number of objectives detailing how we propose to meet our outcomes. These outcomes and objectives have been cross referenced with the 4 council priorities listed above and have been determined through a planning process including desk top research, planning workshops and consultation.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>By aiming to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>Digitally enabled building that increase, employment/business/Social opportunities</li> <li>New technology supports the delivery of High quality teaching and learning environments</li> <li>Powys is established as an innovation base for learning, skills and research</li> </ul> <p>Through.....</p> <ul style="list-style-type: none"> <li>Ensuring schools maximise capabilities available through the national digital learning systems</li> <li>Contributing to the creation of digitally enabled buildings</li> <li>Continuing to review and develop appropriate plans for upskilling support staff.</li> <li>Strengthening links with economic develop</li> </ul>	<p>Good</p>		<p>Choose an item.</p>

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
	services, internally and externally. <ul style="list-style-type: none"> <li>Exploring the potential for establishing an apprenticeship programme for ICT.</li> <li>Developing Training programmes for ICT staff include a wider understanding of cultural impacts on service developments and joint working and commissioning.</li> </ul>			
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	By aiming to achieve the following outcomes: <ul style="list-style-type: none"> <li>People <b>use</b> technology to support independence and promote well-being</li> <li>Citizens have <b>access</b> to digital technology to promote Well Being.</li> </ul> Through..... <ul style="list-style-type: none"> <li>Improving digital access for public self-service and telehealth technology.</li> <li>Continuing to develop digital apps, wearable devices and online resources</li> <li>Using information and electronic records to</li> </ul>	Good		Choose an item.

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
	collaborate fully with citizens. <ul style="list-style-type: none"> <li>Establishing a mechanism for effective engagement with our customers to identify support needs.</li> </ul>			
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	By aiming to achieve the following outcomes: <ul style="list-style-type: none"> <li>Digitally <b>enabled</b> building that increase, employment/business/Social opportunities</li> <li>Powys is established as an innovation base for learning, skills and research</li> <li>Reduced digital exclusion</li> </ul> Through..... <ul style="list-style-type: none"> <li>Contributing to the creation of digitally enabled buildings</li> <li>Strengthening links with economic develop services, internally and externally.</li> <li>Ensuring that service plans cater for customers who are currently digitally excluded.</li> </ul>	Good		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
of whether doing such a thing may make a positive contribution to global well-being.				
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	Key principle in the ICT Strategy is... <ul style="list-style-type: none"> <li>• Future changes to ICT systems will be bi-lingual by design.</li> </ul>	Good		Choose an item.
<i>Opportunities to promote the Welsh language</i>	Key principle in the ICT Strategy is... <ul style="list-style-type: none"> <li>• Future changes to ICT systems will be bi-lingual by design.</li> </ul>	Good		Choose an item.
<i>Welsh Language impact on staff</i>	Key principle in the ICT Strategy is... <ul style="list-style-type: none"> <li>• Future changes to ICT systems will be bi-lingual by design.</li> </ul>	Good		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<b>Age</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Disability</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Gender reassignment</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Marriage or civil partnership</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.

<b>Race</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Religion or belief</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Sex</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Sexual Orientation</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Pregnancy and Maternity</b>	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.

**Source of Outline Evidence to support judgements**

The Joint ICT Strategy has Four key Priority areas. These areas have a total of 13 outcomes which intern has a number of objectives detailing how we propose to meet out outcomes. These outcomes and objectives have been cross referenced against the above Well-being goals and have been determined through a planning process including desk top research, planning workshops and consultation.

7. How does your proposal impact on the council's other key guiding principles?

<b>Principle</b>	<b>How does the proposal impact on this principle?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The ICT Joint Strategy aims to support the digital needs of future generations.	Good		Choose an item.
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The Joint ICT Strategy is a collaborative approach between Powys County Council and Powys Teaching Health Board. Through the joint partnership we have created opportunities to deliver improved outcomes.  Delivery of the outcomes within the strategy are shared encouraging all partners to play an active role in achieving positive outcomes.	Good		Choose an item.

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Staff across Powys Council and Powys Teaching Health Board have been engaged and communicated with regards to the revised ICT Strategy. A staff consultation has taken place and feedback has been incorporated into the Strategy.	Good		Choose an item.
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	There is a good understanding of the 'need' and the 'root causes' of issues. This is detailed within the strategy via 'digital inclusion in Powys', the 'wider business environment' and a number of objectives reflecting the need to have a fit, robust and safe infrastructure with appropriate levels of investment	Good		Choose an item.
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	As with collaboration, integration is seen as key in delivering the outcomes within the strategy. Powys ICT provide an integrated service between Powys Council and Powys Health. The outcomes/objectives within the strategy meet this principle by ensuring that we work in partnership with a range of service areas, ensuring that we considering and where possible contributing to common goals	Good		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	<i>proposal neither undermines or contributes to this aspect</i>	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	The strategy aims to enable a digital workforce where applicable.	Very Good		Choose an item.

### Source of Outline Evidence to support judgements

The Joint ICT Strategy has Four key Priority areas. These areas have a total of 13 outcomes which intern has a number of objectives detailing how we propose to meet out outcomes. These outcomes and objectives have been cross referenced against the above Well-being goals and have been determined through a planning process including desk top research, planning workshops and consultation.

### 8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Medium	Low
Mitigation		
n/a		

### 9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
<b>Ambitious in the number of outcomes seeking to achieve</b>	Medium	<b>Monitor and review progress and if required reconsider number of outcomes</b>	Low

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Dependant of sufficient funding to sustain a fit, robust and secure infrastructure	Medium	Improve planning and ensure suitable funds are secured to maintain/improve our current infrastructure	Low
Adequate workforce skills to maintain/develop infrastructure/systems/programmes	Medium	Skills gap analysis to be updated, continued staff training to upskill were applicable.	Low
<b>Overall judgement (to be included in project risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
		x	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Develop reporting framework to monitor progress	May 18	Performance frame work	n/a
Continue to review ICT Strategy/ICT plans etc	On-going	Suitable funding secured	n/a
Complete updates skills analysis	Summer 18	Robust ICT workforce plans	n/a
<b>Portfolio Holder decision required</b>	No	<b>Date required</b>	n/a
<b>Cabinet decision required</b>	No	<b>Date required</b>	n/a
<b>Council decision required</b>	No	<b>Date required</b>	n/a

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
The ICT strategy has a delivery plan, which the resource requirements will be defined and agreed as part of the plan. Resource requirements will be dependent on individual projects.												

12. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
--	----------------------------------	--

The overall judgement of this impact assessment is that the Joint ICT Strategy is overall **'good'** in ensuring that it contributes to the plans/legislation/policies of the Council and supports effective decision making, ensuring compliance with respective legislation.

The overall risk identified in this impact assessment is **'Medium'**. This is based on the delivery (not the impact) of the strategy:-the ambition of the strategy, the need for adequate funding and an appropriately skilled workforce. Mitigating actions have been identified which will lower the risk to Low. The impact to the service is **'Low'**.

13. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

- Joint ICT Strategy
- Desk top research
- Staff workshops
- Consultation feedback document

14. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

- A performance framework will be developed to monitor progress/impact.
- This progress will feed into ICT SMT and other boards of both the Council and Health Boards as and when required e.g. IMTG, CMT, and Executive Board.
- The Joint ICT Strategy will be reviewed on an annual basis

**Please state when this Impact Assessment will be reviewed.**

Annually through the process of reviewing the Strategy.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ellen Sullivan		
Head of Service:	Andrew Durant		
Strategic Director:	Mark Evans		
Portfolio Holder:	Cllr James Evans		

16. Governance

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**Decision to be made by**

Portfolio Holder

**Date required**

Principles of sustainability that this strategy has considered:

**Long term**

taking account of how what we do now may affect communities and services in the future

**Preventative**

acting to prevent problems occurring or getting worse

**Integrated**

considering how our well-being objectives contribute to each of the well-being goals, affect our other objectives, or those of other public bodies

**Collaborative**

working with others to meet our well-being objectives

**Involved**

involving people in achieving the well-being goals, and ensuring that those people reflect the diversity of the communities in Powys

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Appendix one- Please see separate document

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